REPLY TO
ATTENTION OF

CFSC-SP

NOV 18 1998

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Change 4 to the Morale, Welfare, and Recreation Strategic Action Plan (MWRSAP)

1. In Fiscal Year 1994, the Army's MWR Board of Directors (BOD) approved and issued *The Army MWR Strategic Vision for the 21st Century* and *The Army MWR Strategic Action Plan*. The vision outlines the mission, goals, and objectives to carry MWR into the next century, while the action plan outlines specific initiatives necessary to achieve the goals and objectives. The MWR Working Group and the Executive Committee review and validate the plan during the Fall BOD committee meetings. The updated version of the MWRSAP is enclosed.

2. Last year, the MWR mission and vision were revised to reinforce our commitment to provide *"FIRST CHOICE"* MWR services and products for America's Army. Many challenges are ahead of us. We must all focus on taking MWR to new levels of efficiency and customer focus. The ability of MWR to serve soldiers, families, retirees, civilians and other authorized patrons, depends on our collective ability to meet these challenges. It is a journey we must take together.

3. The MWRSAP should serve as the baseline document for supporting MWR and installation planning initiatives. It is imperative that leaders at every level incorporate these actions into planning efforts. As such, the true institutional value of this plan is dependent on the quality of your input. Those of you at Department of the Army or Major Army Command headquarters need to tell us when we begin drifting off course. You who are commanders and staff officers at installations need to keep us informed on how implementation of the plan translates to our customers. Good communications will ensure that as we move into the 21st century, the readiness benefits of MWR are forged even stronger.

Encl

CRAIG B. WHELDEN
Brigadier General, USA
Commanding

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The Army MWR
Strategic Action Plan

"Roadmap to the Future"

MWR
SERVING AMERICA'S ARMY

Change 4
Oct 98

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Introduction

The publication, **_The Army MWR Strategic Vision for the 21st Century_**, describes the future the MWR program is moving toward and the strategic direction to get there. This document, **_The Army MWR Strategic Action Plan_**, is the roadmap the Army will use on our journey to the future. The plan's strategic direction is predicated on the mission and vision shown below:

MWR Mission:	**_Create and maintain "First Choice" MWR programs and services for America's Army, essential to a ready and self-reliant force._**
MWR Vision:	**_"First Choice"_**

The mission actively focuses efforts on delivery of high quality MWR services to the end user – America's Army. The vision is easily communicated throughout the workforce and clearly sets the standard for program achievement – "First Choice." Army MWR is focused on providing customer-driven programming that is rated by users as their primary choice.

Central to the Army's strategic direction are the MWR guiding principles:

- **MWR supports readiness, retention and recruiting.**

- **The MWR program customer is America's Army.**

- **The MWR program is customer-driven.**

- **NAFs will be returned to customers through provision of market-driven services, activities, and capital improvements.**

- **The MWR system will be managed consistent with business-like practices.**

These guiding principles form the basis for the Army's six MWR strategic goals:

1. **Corporate leadership provides vision, policy, and direction to plan and operate MWR programs.**

2. **Provide demand-driven programs, activities, and services that are essential to readiness and contribute to the quality of life of all components of America's Army.**

3. **Recruit, develop, and sustain a professional MWR workforce.**

4. **Provide financial systems, policies and controls to ensure properly resourced programs.**

5. **Acquire and maintain MWR facilities that support program needs.**

6. **Improve MWR support services.**

The key to accomplishing these objectives is clarity of the roles and responsibilities of the Army's MWR leadership:

The MWR Board of Directors
- Shapes the vision
- Sets the strategic direction
- Maintains progress
- Provides program guidance to CFSC

CFSC
- Develops and publishes policy
- Manages the implementation of the plan
- Through the MACOMs, supports the installation's delivery of programs
- Provides program improvement input to BOD

MACOMs
- Participates in the strategic planning process
- Develops installation implementation guidance
- Evaluates installation implementation and performance
- Provides program improvement input to CFSC
- Supports the installation's initiatives and delivery of programs, activities, and services

Installations
- Implements the plan
- Delivers the programs, activities, and services to standards
- Measures customer satisfaction
- Provides program improvement input to MACOM

For each objective, supporting actions identify the "what, who, when, where and how much." Actions detail what must be done, and are continuing steps in a long journey.

Collectively, these goals, objectives and actions will transform the Army's MWR program so that it can fulfill the institutional and individual needs of America's Army into the next century. This transformation will:

- **Implement the MWR Guiding Principles**

- **Establish and communicate an Army image of value and quality**

- **Establish quality standards and require operation of programs that meet or exceed them**

- **Establish and require attainment of financial objectives**

- **Establish a quality workforce**

- **Establish an efficient and effective funding system**

- **Create an MWR system that uses resources efficiently and effectively**

The journey outlined on our roadmap will take 5-10 years. As time goes by, conditions may change. Thus, our plan must be flexible and capable of adjustments. It is expected that the Board of Directors' process will identify opportunities and additional requirements. Also, an annual review is built into the plan, allowing for periodic course corrections based on progress and changes in the environment. In order to keep the plan current, CFSC will publish annual updates.

Strategic Goal #1: Corporate Leadership

Corporate leadership provides vision, policy and direction to plan and operate MWR programs.

Objectives:

1.1 Sustain a corporate planning process.

1.2 Resource the MWR program.

1.3 Deliver an MWR program consistent with Army goals and objectives.

1.4 Maintain and communicate a corporate image of value and quality.

1.5 Adopt Performance Based Measurement Systems for MWR.

Objective 1.1: Sustain a corporate planning process.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
1.1.9	2Q, FY99	Develop and implement a Strategic Business Plan	Plans implemented	MACOM, Installation	CFSC-SP	LOW

Objective 1.2: Resource the MWR program.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
		No Actions Currently Open				

Objective 1.3: Deliver an MWR program consistent with Army goals and objectives.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
1.3.2	4Q, FY00	Develop, publish, and implement Army base line quality standards(Tied to 2.2.14 & 2.2.15 & Objective 6.4).	Development and publication of ISR III (Svcs) or in format developed from bottom up methodology.	SP	Prog Dir/ ARSTAF/ MACOM	Low
1.3.5	2Q, FY99	Determine the optimal structure to deliver MWR from DA to activity level under A76 initiatives and present strawman to ExCom for approval.	BOD Decision Reached	SP	DA MACOM Installation	Low

Objective 1.4: Maintain and communicate a corporate image of value and quality.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
		No Actions Currently Open				

Objective 1.5: Adopt Performance Based Measurement Systems for MWR.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
1.5.1	4Q, FY99	Evaluate organizational elements against criteria: Leadership, Strategic Planning, Customer Focus , Information Analysis, Human Resources, Process Management, Business Results.	Complete an organization assessment.	CFSC/ MACOM/ Installation	ARSTAF	Low
1.5.2	4Q, FY00	Develop Performance Improvement Plan	Plan developed	CFSC/ MACOM/ Installation	ARSTAF	Low
1.5.3	Ongoing	Adapt mission box standards as required	Standards published	BOD	CFSC	Low

<u>Strategic Goal #2</u>: Programs

Provide demand-driven programs, activities and services that are essential to readiness and contribute to the quality of life of all components of America's Army

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<u>Objectives</u>:

2.1 Sustain the linkage between MWR programs and readiness.

2.2 Provide quality, customer-driven programs that enhance quality of life and generate sufficient revenue to sustain MWR.

2.3 Provide marketing services for all MWR programs.

Objective 2.1: Sustain the linkage between MWR programs and readiness.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
		No Actions Currently Open				

Objective 2.2: Provide quality, customer-driven programs that enhance quality of life and generate sufficient revenue to sustain MWR objectives.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
2.2.7	4Q, FY98	Determine the point of sale outputs required to support MWR programs (ties to Objective 6.3.)	Standard POS outputs developed	PGM DIR	ARSTAF/ MACOM	None
2.2.8	4Q, FY01	Pre-position MWR kits for stock at designated war reserve sites.	Kits in place.	SP	ARSTAF/ MACOM	High
2.2.9	4Q, FY98	Develop accreditation and individual certification programs for MWR programs, as appropriate.	Accreditation and certification programs developed and implemented	PGM DIR	MACOM/ Installation	Med
2.2.10	4Q, FY99	Upgrade and expand youth programs through Armywide standards	Programs meet Armywide standards and demonstrate an increase in program utilization	SF	MACOM/ Installation	Med
2.2.10a	4Q, FY99	Develop assessment tool for total youth program to measure implementation of quality/expanded YS programs	Assessment tool/checklist included as part of installation child care and schoolage and youth evaluation team process	SF	MACOM/ Installation	Low
2.2.11	1Q, FY99	Develop NIBD goals for each Category C program.	Goals implemented and mission box standards established	BP, HS	MACOM/ Installation	None
2.2.12	4Q, FY99	Review ACS Core Competencies and recommend alternative delivery systems	ACS is restructured	SF	MACOM/ Installation	Med
2.2.13	1Q, FY02	Identify and pursue new lines of business based on customer needs and action 2.3.1	Produce $10M NIBD increase by FY02	DCG(P), PGM DIR, SP	MACOM/ Installation	High
2.2.14	4Q, FY00	Develop performance based outcome measures for all programs (See objective 1.5)	Measures established for all programs	PGM DIR	MACOM/ Installation	None
2.2.15	4Q, FY99	Establish benchmarks for all programs (See objective 1.5)	Benchmarks established and published	PGM DIR	MACOM/ Installation	None

Objective 2.3: Provide marketing services for all MWR programs.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
2.3.1	4Q, FY00	Provide market analysis for management decisions (including, but not limited to, competitive analysis, demographic data of customers and non-users, and recreation industry trends)	Appropriate market data accessible at all levels	SP	MACOM/ Installation	High
2.3.2	2Q, FY99	Provide installations access to appropriate marketing support (research, planning, contract management, graphic design, training, publicity)	All installations afforded the full range of marketing support	SP	MACOM/ Installation	Med
2.3.3	2Q, FY99	Develop and implement an Army wide customer feedback system	System implemented and feedback provided to improve customer satisfaction	SP	MACOM/ Installation	Med

Strategic Goal #3: Human Resources
Recruit, develop, and sustain a professional MWR workforce

Objectives:

3.1 Attract and sustain a highly motivated and professional workforce.

3.2 Establish programs to enhance the professionalism and career progression of the workforce.

3.3 Continue to modernize personnel management and administration procedures to support MWR.

3.4 Periodically assess employee satisfaction (for both employee and management).

Objective 3.1: Attract and sustain a highly motivated and professional workforce.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
3.1.2		Ensure competitive pay and benefits				
3.1.2a	1Q, FY99	Analyze turnover VS pay trends	Publish results of a pay vs turnover study	HR	MACOM/ Installation	Low
3.1.2c	2Q, FY99	Develop changed benefit package, if appropriate, as part of total compensation package (e.g., cafeteria arrangements, elder care, health incentives, revised retirement/401k).	Development and implementation of a modified benefits program	HR	MACOM	Low
3.1.3a	2Q, FY99	Develop an individual letter for employees that reports benefit information	Letters published to employees annually	HR	MACOM	Low

Objective 3.2: Establish programs to enhance the professionalism and career progression of the workforce.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
3.2.3		Nonmanagerial/skill-level training:				
3.2.3a	Ongoing	Determine skill-level nonmanagerial training requirements.	Develop a prioritized list of jobs/positions requiring training	PGM DIR	CFSC-HR/ MACOM	Low
3.2.3b	Ongoing	Identify individual training shortfalls.	Conduct training needs assessment for each position	Installation	CFSC-HR	Low
3.2.3c	Ongoing	Prioritize training requirements based on performance shortfall and number of people to be trained.	Develop, gain approval for, and implement a plan to deliver skill-level non-managerial training	HR/ MACOM	CFSC-HR	Low
3.2.3d	Ongoing	Purchase/develop training packages.	Develop, gain approval for, and implement a plan to deliver skill-level non-managerial training	HR	MACOM	Med to High
3.2.4	2Q, FY99	Conduct feasibility analysis of AAFES' central management of executive positions (e.g., mobility clauses, central funding of transportation costs, etc.).	Publish cost benefit analysis	HR	AAFES/ MACOM	High

Objective 3.3: Continue to modernize personnel management and administration procedures to support MWR.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
3.3.1	2Q, FY99	As part of the joint inter-Service URD working group, address both legislative and administrative fixes needed.	URD implementation plan contains necessary provisions to create single NAF workforce.	HR	MACOM/ ARSTAF	None

Objective 3.4: Periodically assess employee satisfaction (for both employee and management).

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
3.4.1	2Q, FY99	Develop and implement first Army wide employee survey	Survey administered	HR	MACOM/ Installation	Med
3.4.2	3Q, FY99	Publish survey results	Results published	HR	MACOM/ Installation	Low

<u>Strategic Goal #4</u>: Financial Management
Provide financial systems, policies, and controls to ensure properly resourced programs.

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<u>Objectives</u>:

4.1 Develop and implement policies that meet MWR requirements.

4.2 Improve budget planning and management.

4.3 Optimize APF and NAF financial management systems and structures for MWR.

4.4 Implement a best business practice COTS enterprise accounting package.

Objective 4.1: Develop and implement policies that meet MWR requirements.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
		No Actions Currently Open				

Objective 4.2: Improve budget planning and management.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
		No Actions Currently Open				

Objective 4.3: Optimize APF and NAF financial management systems and structures for MWR.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
4.3.5	2Q, FY99	Incorporate APF and NAF resources into a common report/budget format	Budget/report format consolidated.	FM	MACOM/ Installation	Low
4.3.6	2Q, FY00	Review service based costing, ISR III, and Installation XXI for all MWR functions.	Review conducted	FM	MACOM/ Installation	None

Objective 4.4: Implement a best business practice COTS enterprise accounting package.

(Note: Actions below developed with assumption of exploring feasibility of implementing a COTS enterprise management system.)

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
4.4.2.	1Q, FY99	Determine requirements	Requirements determined	FM	MACOM/ DFAS	Low
4.4.3.	3Q, FY99	Develop criteria and select enterprise management system	Criteria developed and enterprise management system selected	FM & IM	MACOM/ DFAS	High
4.4.4.	1Q, FY00	Pilot use of enterprise management system	Commence pilot	FM & IM	MACOM/ Installation	Low
4.4.5.	2Q, FY01	Commence worldwide implementation of basic package	Commencement begun	CFSC/ MACOM/ Installation	FM	High
4.4.6.	1Q, FY03	Complete implementation of basic package	Implementation complete	CFSC/ MACOM/ Installation	FM	High

Strategic Goal #5: Facilities

Acquire and maintain MWR facilities that support program needs.

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Objectives:

5.1 Develop and implement an MWR capital improvement plan.

5.2 Make best use of facilities and equipment.

5.3 Fund Maintenance and Repair of MWR facilities.

5.4 Reduce time and expense required to build/renovate MWR facilities.

5.5 Develop alternative funding methods with the private sector to deliver MWR facilities
     that increase service and/or income for the installation MWR community with minimum
     cost to the Army.

Objective 5.1: Develop and implement a MWR capital improvement plan.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
		No Actions Currently Open				

Objective 5.2: Make the best use of facilities and equipment.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
5.2.5	4Q, FY98	Institute a facility performance review program.	Review program instituted and report to CIRB	CO	CFSC-FM/ MACOM	None

Objective 5.3: Fund maintenance and repair of MWR facilities.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
		No Actions Currently Open				

Objective 5.4: Reduce time and expense required to build/renovate MWR facilities.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
5.4.8	4Q, FY00	Reduce facility delivery time.	Delivery time reduced	CO	CFSC-FM/ MACOM	Low

Objective 5.5: Develop alternative funding methods with the private sector to deliver MWR facilities that increase service and/or income for the installation MWR community with minimum cost to the Army.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
		No Actions Currently Open				

<u>Strategic Goal #6:</u> Support Services
Improve MWR support Services

<u>Objectives</u>:
6.1 Provide a responsive and cost-effective acquisition system.

6.2 Closed (see Objective 2.3 for revised marketing objective/actions)

6.3 Incorporate technology to enhance delivery and management of MWR programs and services.

6.4 Improve support services through benchmarking (See Objective 1.5).

Objective 6.1: Provide a responsive and cost effective acquisition.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
6.1.7	4Q, FY98	Implement revised business-oriented contracting regulation.	Publish AR 215-4	NC	MACOM	Med

Objective 6.2: Closed (see Objective 2.3 for revised marketing objective/actions)

Objective 6.3: Incorporate technology to enhance delivery and management of MWR programs and services.

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
6.3.3	4Q, FY99	Select, field, and train compatible integrated library systems.	Fielded compatible integrated library systems	SF	IM/MISSC MACOM Installation	High
6.3.4	3Q, FY02	Develop MIS system inter-connectivity, horizontal and vertical, to allow the real-time retrieval of data, eliminating the need for data calls.	System is functional world-wide	IM	IM/MISSC MACOM Installation	High
6.3.5a	3Q, FY99	Develop and implement life-cycle training for end-users of MIS.	Training plan implemented.	IM	HR	Med

Objective 6.4: Improve support services through benchmarking (See Objective 1.5).

Action#	Delivery Date	Action Description	Measure of Success	Responsible Agency	Principle Coordination	Cost
6.4.1	3Q, FY98	Determine what support services to benchmark	Services identified.	SPT PGM MGRS	DCG (O)	None
6.4.2	3Q, FY98	Decide who to benchmark against.	Organizations identified.	SPT PGM MGRS	DCG (O)	None
6.4.3	4Q, FY99	Publish and evaluate performance.	Benchmarks published and actions initiated.	SPT PGM MGRS		None

Section II - Closed Actions
All actions shown in this section are closed. The reason for closure is shown in the status column.

Objective 1.1: Sustain a corporate planning process

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
1.1.1	3Q, FY95	Establish a corporate planning function.	Publish the BOD Charter. Complete the first MWRSAP review and update cycle.	Complete 4Q, FY95	MWRSAP update process has been implemented	SP	CSA/ MACOM	Low
1.1.2	3Q, FY94	Define which programs are within Morale, Welfare, and Recreation (MWR).	EXCOM approved action (by default) at 14 Sep 94 meeting	Complete 4Q, FY94	ACS has been embraced as part of the MWR program	SP	BOD	Low
1.1.3	2Q, FY96	Develop an MWR Master Plan, with template for use by MACOMs and installations, which encompasses all MWR planning components, i.e., strategic plan, 5-year plan, marketing plan, and business operations plan.	Publish the MWRSAP. Develop and publish the template for strategic planning for use at the installation/MACOM.	Complete 4Q, FY96	MWRSAP Published. Strategic planning guide completed and published	MK	ARSTAF/ MACOM	Low
1.1.4	4Q, FY94	Ensure the MWR Board of Directors (BOD) approves the MWR Master Plan.	Approval of the MWRSAP	Complete 4Q, FY94	Plan Approved	SP	MACOM	Low
1.1.5	4Q, FY94	Publish and enforce the MWR Master Plan to guide Department of the Army, Community and Family Support Center, MACOM, and installation commands in planning.	Plan published and R&A process initiated	Complete 4Q, FY94	Complete	BOD	ARSTAF/ MACOM	Low
1.1.6	2Q, FY95	Task MACOMs and installations to develop supporting plans.	Formal letter to the MACOM and installations to build strategic action plans from the MWRSAP.	Complete 2Q, FY95	BOD approved the MWRSAP. SAP tasks MACOMS/ installations to develop plans.	BOD	MACOM	Low
1.1.7	3Q, FY95	The MWR BOD annually reviews progress on the Plan provides guidance on future Strategic Plans.	Complete the first MWRSAP review and update cycle.	Complete 4Q, FY96	2nd update cycle begun and 1st update cycle fully implemented	BOD	MACOM	Low
1.1.8	3Q, FY95	Provide annual progress reviews to the BOD.	Develop reporting format and conduct first report out to the EXCOM.	Complete 4Q, FY96	First report out conducted	MACOM	CFSC	None

Objective 1.2: Resource the MWR program

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
1.2.1	1Q, FY95	Issue specific policy use of appropriated funds (APF) and nonappropriated funds (NAF) in support of the MWR program as a basis for resource decisions to achieve and maintain the intended balance of Government and soldier cost sharing.	Approval of the financial standards for FY95 - 96. Review of the execution of the mission standards by the Finance Committee	Complete 1Q, FY95	The financial standards for both FY95 and FY96 have been developed and approved by the BOD	SP	ARSTAF/ ASA(FM)/ MACOM	Low
1.2.2	2Q, FY95	Ensure compliance with APF and NAF budget guidance.	Budgets from the installation and MACOM comply with guidance and standards.	Complete 4Q, FY96	Budgets in compliance guidance and standards.	FM	ARSTAF/ MACOM	Low
1.2.3	Ongoing	Ensure that senior leadership and commanders at all levels assign a high priority for MWR APF funding requirements so that the MWR program can obtain needed resources.	Approval and distribution of the APF and NAF financial standards for FY95 -- 96. Monitor the financial and usage data to indicate proper execution of the resources.	Complete 1Q, FY95	Standards were published in the FY 95 budget guidance. MACOMs have begun monitoring performance based on the established standards.	BOD	CSA/ ARSTAF/ MACOM	Low
1.2.4	1Q, FY96	Ensure adequate APF and NAF funding of Maintenance and Repair (M&R) to extract full value from MWR facilities and equipment as a means of avoiding the high cost of premature replacement.	Submission, approval and implementation an APF/NAF (M&R) Funding Plan	Deleted EXCOM 4Q, FY95	Track under action 4.3.2a	BOD	ARSTAF/ MACOM	Low
1.2.5	3Q, FY97	Identify baseline costs in order to more successfully compete for APF.	Baseline requirements clearly outlined in PBG and submitted in the POM	Complete 3Q, FY97	Requirements identified and included in current POM cycle.	LN	MACOM	LOW

Objective 1.3: Deliver a MWR program consistent with Army goals and objectives

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
1.3.1	3Q, FY98	Develop doctrine and issue policy that requires planning, operating, and resourcing MWR programs to achieve objectives of the MWR Strategic Plan	Issue MWR regulation (AR 215-1) including new policy contained in the revised DODI	Complete 4Q, FY98	Regulation at Printing & Publication Command; must be printed by end of FY98.	SP	ARSTAF/ MACOM	Low
1.3.3	3Q, FY95	Ensure adequate review of MWR planning, programs delivery, and resourcing to achieve objectives of the MWR Strategic Plan.	Institute the MWRSAP R&A process.	Complete 4Q, FY95	MWRSAP implemented & BOD oversight in place.	SP	MACOM	Low
1.3.4	1Q, FY96	MWR BOD annually reviews the MWR program for achieving MWR Strategic Plan goals and objectives.	Complete the first MWRSAP review and update cycle.	Complete 4Q, FY95	Process will be completed during the current BOD cycle	BOD/CFSC	ARSTAF/ MACOM	Low

Objective 1.4: Maintain and communicate a corporate image of value and quality

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
1.4.1	2Q, FY95	Develop corporate image based on corporate vision.	Publishing of the MWR vision. Development of the new MWR logo. Implementation of the appropriate media plan	Complete 2Q, FY95	Vision is published, logo developed, and the media plan implemented at Army birthday celebration	SP	MACOM	Med
1.4.2	1Q, FY96	Ensure that development and fielding of a corporate-image marketing plan that stresses the values and objectives of the MWR Strategic Plan and mirrors that which is being provided by Army-wide installation MWR programs.	Development and publishing the graphics standards manual. Implementation of Media plan for logo and MWR (3Q,FY95)	Complete 2Q, FY95	Manual published and distributed. Media plan and logo launched at the Army birthday celebration.	SP	ARSTAF/ MACOM	Low
1.4.3	1Q, FY97	Develop and implement a customer research mechanism to evaluate program impact on corporate image.	Development of a base line standards via survey and focus groups. Conduct additional survey and focus group assessment.	Complete 4Q, FY96	Corporate image established. Customer identification with logo achieved.	MK	MACOM	Med

Objective 2.1: Sustain the linkage between MWR programs and readiness.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
2.1.1	3Q, FY95	Identify existing research that ties MWR programs to readiness.	Report from Caliber detailing all MWR research.	Complete 4Q, FY96	Report received and results published.	SP	ARI	Low
2.1.2	1Q, FY97	Develop new data collection requirements and means as required.	Report from Caliber detailing all MWR research.	Complete 1Q, FY97	No further research required at the present time	SP	Prog Dirs	Med to High
2.1.3	4Q, FY96	Disseminate existing usable data annually.	Annual report of research data	Complete 2Q, FY97	Summary of research report submitted to DPCAs worldwide.	SP	Prog Dirs	Med
2.1.4	4Q, FY96	Develop and publish program utilization standards.	Utilization standards are published	Deleted EXCOM 4Q, FY96	Action closed because utilization standards that fit across the Army were not attainable.	PGM DIR	MACOM/ Installation	Low
2.1.5	2Q, FY96	Implement program and policy changes and adjust resources to better support the readiness mission.	Program policy is reflected in the regulation and POM instructions	Complete 4Q, FY96	Requirements identified and funding guidance provided in the POM instructions.	SP/LN	MACOM/ Installation	Low
2.1.6	1Q, FY97	Evaluate program performance to determine contribution to readiness.	Contracted study of impact. Contract to be let during 2Q,FY96	Deleted EXCOM 4Q, FY96	Study completed and findings published to the field. No further study required at this time.	SP	Prog Dirs	Med
2.1.7	3Q, FY97	Ensure resource support for deployment MWR operations are addressed in MWR annexes to JCS operational plans.	JCS doctrine is published and strategies to implement the doctrine are developed.	Complete 2Q, FY97	Awaiting publication of JCS 1 which requires MWR be addressed in Annex to the OPPLAN	SP	CFSC-SR/ ARSTAF/ MACOM	Med

Objective 2.2: Provide quality, customer-driven programs that enhance quality of life and generate sufficient revenue to sustain MWR objectives.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
2.2.1	4Q, FY95	Develop a system to gather customer-based data on MWR patron needs and needs satisfaction (e.g., Triennial Needs Assessment).	Complete 1st cycle Army LNS; compile data base for installation, MACOM & Army levels.	Complete 4Q, FY96	1st cycle completed and 2nd cycle begun.	MK	ARSTAF/ MACOM	High
2.2.2	1Q, FY96	Use data to make program adjustments.	CFSC provide recommendations for program adjustments for MACOM and installation action plans	Complete 4Q, FY96	Program adjustments have been suggested and implemented based on survey data.	PGM DIR	ARSTAF/ MACOM	None
2.2.3	4Q, FY94	Develop and test alternative program delivery concepts at MACOM - designated installation and make successful cost-effective concepts available for implementation Army-wide.	Institutionalize research & development process in operating directorates; provide progress updates at R&A.	Complete 4Q, FY96	Alternative/test delivery systems have been implemented	PGM DIR	ARSTAF/ MACOM/ AAFES	Med
2.2.4	4Q, FY95	Evaluate & implement agreements with AAFES, other DoD services, and the public and private sectors for support services and alternate delivery of cost-effective program activities.	Institutionalize research & development process in operating directorates; provide progress updates at R&A.	Complete 4Q, FY96	Privatization and other more cost effective delivery systems are being tested.	PGM DIR	AAFES/ Services/ MACOM	Low
2.2.5	1Q, FY97	Determine fiscal requirements by fiscal year to achieve Strategic Plan.	MWRSAP costed and presented to the finance committee.	Complete 2Q, FY97		FM	MACOM/ Installation	Med
2.2.6	2Q, FY98	Incorporate priority requirements in appropriate APF/NAF financial plan.	Priority requirements are incorporated in the appropriate financial plan.	Complete 2Q, FY97		FM/LN	ARSTAF/ MACOM	Low

Objective 3.1: Attract and sustain a highly motivated and professional workforce

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
3.1.1		Improve and expand position-specific accreditation and certification standards.						
3.1.1a	2Q, FY95	Determine specific positions requiring qualifications /accreditations/ certifications.	List of positions where certification is desired	Complete 4Q, FY96	List of positions compiled	HR	CFSC	Low
3.1.1b	2Q, FY95	Determine feasibility of establishing accreditation/certification requirements.		Complete 4Q, FY96	Analysis completed	HR	CFSC	Low
3.1.1c	3Q, FY95	Determine suggested accreditation/certifications.	List of specific positions where certification can be achieved	Complete 4Q, FY96	Action completed and briefed to MWRWG.	HR	CFSC	Low
3.1.1d	3Q, FY96	Coordinate with APF/NAF civilian personnel regulatory agencies.	Applicable changes made to the personnel regulations	Deleted EXCOM 4Q, FY96	No MWRWG desire to make mandatory; closed by EXCOM.	HR	Personnel Offices	Low
3.1.1e	4Q, FY96	Publish Standards	Certification procedures and standards published	Deleted EXCOM 4Q, FY96	No MWRWG desire to make mandatory; closed by EXCOM.	HR	DCSPER	Low
3.1.2a	2Q, FY95	Develop an Army-wide employee monetary incentive program.	Publish policy allowing incentive programs	Complete 2Q, FY95		HR	CFSC/ MACOM	Low
3.1.2b	4Q, FY95	Determine Benefits desired by the NAF work-force.	Survey the workforce to determine desired benefits	Complete 4Q, FY96	PAT conducted.	HR	Installation/ MACOM	Med
3.1.2d	4Q, FY98	Review benefit programs and consider cafeteria arrangements, elder care, health incentives, revised retirement/ 401(k).	Revised benefit package presented to EXCOM	Deleted by MWRWG, Aug98	Merged into 3.1.c	HR	MACOM, Installation & ARSTAF	Low
3.1.3	2Q, FY99	Report the status of the retirement plan in the Annual Report. Include report on investment performance.	Reported in annual report. Letter sent to employees	Complete 2Q, FY97	Status of retirement plan reported in FY 96 annual report.	HR	MACOM	Low

Objective 3.2: Establish programs to enhance the professionalism and career progression of the workforce.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
3.2.1		Implement Career Field 51 initiatives						
3.2.1a	Ongoing	Formulate MWR Career development program.	Career plan developed	Complete 4Q, FY94		HR	CFSC/ MACOM	Low
3.2.1b	Ongoing	Develop career field 51 Army Civilian training, Education, and Development System (ACTEDS) plan.	ACTEDS plan developed	Complete 1Q, FY95		HR	DCSPER/ MACOM	Low
3.2.1c	1Q, FY95	Gain approval of ACTEDS plan.	ACTEDS plan approved	Complete 1Q, FY95		HR	DCSPER	Low
3.2.1d	1Q, FY95	Publish ACTEDS plan.	ACTEDS plan published	Complete 1Q, FY95		HR		Low
3.2.1e	3Q, FY97	Incorporate ACTEDS plan into Individual Development Plans.	Review of IDPs indicate that ACTEDS is incorporated.	Complete 2Q, FY97		Installation	HR	Low
3.2.1f	Ongoing	Reassess training needs based on ACTEDS plan.	Conduct training needs assessment to determine ACTEDS impact on MTP	Deleted EXCOM 4Q, FY95	Deleted EXCOM 4Q, FY95. Track action under 3.2.2b	HR	MACOM/ Installation	Low
3.2.2		Implement training requirement under The Master Training.						
3.2.2a	Ongoing	Identify new training requirement (e.g., customer service, facility utilization, empowerment, financial management, etc.).	Training needs identified and prioritized into master training plan.	Complete 2Q, FY97	Process established and is routinely updated	HR	Installation/ MACOM	Low
3.2.2b	Ongoing	Conduct training needs assessments/task analyses.	Needs assessment and task analysis accomplished	Complete 2Q, FY97	Process established and is routinely updated	HR	Installation	Med to High
3.2.2c	Ongoing	Develop program of instruction (POI) class materials and handouts. Incorporate existing quality training materials when available.	POI and class materials developed	Complete 2Q, FY97	Process established and is routinely updated	HR	MACOM/ Installation	Med to High

Objective 3.3: Continue to modernize personnel management and administrative procedures to support MWR.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
3.3.2		Expand pay banding to include all categories of NAF employees (include OCONUS union equivalents/worker councils).						
3.3.2a	4Q, FY94	Identify specific pay categories		Complete 4Q, FY94	Categories were identified.	HR	MACOM	Low
3.3.2b	2Q, FY96	Submit coordinated Army/Navy/Air Force request and suggested legislation to OSD.	Request submitted	Complete 4Q, FY96	Draft legislation submitted	HR	BOD/DoD/ DOL	Low
3.3.3		Establish basic minimum staffing standards						
3.3.3a	2Q, FY95	Determine programs where staffing standards need to be updated.	Memorandum from PGM MGRs identifying which staffing standards to review	Complete 4Q, FY96	Positions and programs identified.	HR	CFSC/OPM/ MACOM	Low
3.3.3.b.1	2Q, FY95	For APF programs/positions, task U.S. Army Force Integration Support Agency (USAFISA) to survey and develop work load data.	Task USAFISA to review/ validate staffing standards for jobs identified in 3.3.3a	Deleted EXCOM 4Q, FY96	Coordination with MACOMs revealed no desire to proceed.	HR	USAFISA/ CFSC	Low
3.3.3.c.1	2Q, FY95	For NAF only positions, determine staffing based on industry standards.	Review, validate and publish existing industry standards.	Deleted EXCOM 4Q, FY96	Coordination with MACOMs revealed no desire to proceed.	HR	CFSC-BP/ CFSC-HD/ OPM/MACOM	Low
3.3.3.c.2	2Q, FY96	Finalize NAF staffing standards and publish.	Published NAF staffing standards	Deleted EXCOM 4Q, FY96	Coordination with MACOMs revealed no desire to proceed.	HR	CFSC/ CFSC-HD/ OPM/MACOM	Low
3.3.4	1Q, FY98	Determine optimal operational location of NAF Civilian Personnel Office (DCA or CPO).	Conduct study and recommend placement of NAF CPO	Deleted EXCOM 4Q, FY97	Action no longer worth pursuing	HR	ARSTAF/ MACOM	Low

Objective 4.1: Develop and implement policies that meet MWR requirements

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
4.1.1		Develop Funding Policy						
4.1.1a	2Q, FY97	Incorporate DOD funding standards into AR 215-1 and annual budget guidance.	Publication of AR 215-1 and the budget guidance.	Complete 2Q, FY97	At the publisher	FM	Prog Dirs/ MACOM	Low
4.1.1b	2Q, FY95	Research, develop, and publish program financial performance standards.	Publish the mission box standards for FY 95 & 96	Complete 2Q, FY95	Published in FY 95 and FY 96 budget guidance	FM	Prog Dirs/ MACOM	Low
4.1.1c	Ongoing	Place command emphasis on proper use of APF and NAF	Publish financial reports showing trends in APF and NAF funding by category	Complete 2Q, FY97	Process put into place	MACOM/ Installation	BOD	Low
4.1.2		Single source funding						
4.1.2a	2Q, FY96	Develop and submit concept for approval by the Army leadership.	Concept is approved for test	Complete 4Q, FY96		FM	SAFM/ MACOM	Low
4.1.2b	2Q, FY96	Provide briefing for DoD and Congress.	Briefing conducted and test approved.	Complete 4Q, FY96		FM	CFSC-HR	Low
4.1.2c	Ongoing	Identify strategies to counter negative perception of forced conversion.	Study completed and actions initiated.	Deleted EXCOM 4Q, FY97	DoD is taking on this action to implement single workforce	HR	DoD	Low
4.1.2d	2Q, FY95	Develop fund tracking system.	Financial tracking system is developed	Complete 2Q, FY95	Tracking system developed.	FM	DFAS/AAA/ CFSC-IR	Med
4.1.2e	4Q, FY96	Select test sites and implement.	Sites selected	Complete 2Q, FY97		MACOM/ Installation	CFSC-FM	Low

Objective 4.2: Improve budget planning and management.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
4.2.1	1Q, FY97	Review and revise budget and long range planning policy (APF and NAF) to meet MWR Strategic Plan requirements.	Publish revised financial plan	Complete 2Q, FY97	Fin Mgmt Plan published and updated semiannually; SAP has not been costed.	FM	MACOM/ DFAS	Low
4.2.2	4Q, FY96	Compile budgets based on historical data, MWR Strategic Plan, and projected needs.	Budgets accurately project the requirements to accomplish the strategic plan	Complete 4Q, FY96	Process begun and will be carried into future years	Installation	MACOM	Low
4.2.3	4Q, FY95	Review budgets and approve if program standards and new policies are met.	Budgets meet the revised program standards and new policies.	Complete 4Q, FY96	Process begun and will be carried into future years	Installation/ MACOM	CFSC-FM	Low
4.2.4	Ongoing	Review performance data and initiate corrective actions as required.	Corrective actions identified and implemented	Complete 2Q, FY97	Process put into place and ongoing	ALL	CFSC-FM	Low

Objective 4.3: Optimize APF and NAF financial management systems and structures for MWR.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
4.3.1		Establish MACOM fund structure.						
4.3.1a	Ongoing	Develop concept for MACOM consolidation of funds.	MACOM approved plan	Complete 4Q, FY96	MACOMs reviewed feasibility one fund, and where feasible have moved to implement.	MACOM	CFSC/ Installation	Low
4.3.1b	1Q, FY96	Gain MACOM approval.	MACOM approved plan	Complete 4Q, FY96	See 4.3.1a	MACOM	Installation	Low
4.3.1c	1Q, FY96	Test concept and evaluate.	MACOM approved plan	Complete 4Q, FY96	See 4.3.1a	MACOM	CFSC/AAA/ MACOM/ CFSC-IR	Med
4.3.1d	4Q, FY95	If successful develop specific guidance to implement/manage single balance sheets.	Publish revised balance sheet guidance if required	Complete 4Q, FY96		FM.	MACOM	Low

4.3.1e	3Q, FY96	Implement.	Fund is solvent after one year	Complete 4Q, FY96	See 4.3.1a	MACOM	CFSC	Low
4.3.2		Establish capital reinvestment alternatives.						
4.3.2a	4Q, FY95	Develop the financial concept of forming a long-range capital reinvestment plan (facilities, maintenance and repair, and installed equipment).	Long range capital reinvestment plan incorporated into the MWR Master plan	Complete 4Q, FY96	MWRWG & EXCOM voted to maintain current construction method.	FM	BOD/ MACOM	Low
4.3.2b	1Q, FY96	Determine the number of facilities, their condition, and required capital investment to repair or replace.	Operational data base developed	Complete 4Q, FY96	Data base encompassed in ISR part I.	CO	MACOM/ DPW/ CFSC-FM	Med
4.3.2c	1Q, FY97	Based on chosen delivery mode, determine optimal method to furnish facilities and installed equipment.	Optimal method published	Deleted EXCOM 4Q, FY96	MWRWG & EXCOM voted to maintain current construction method.	CO/NC	MACOM/ Installation/ CFSC-FM	Low
4.3.2d	2Q, FY97	Prioritize programs & capital equipment delivery based on need & funding availability.	Publish list of priorities	Complete 4Q, FY96		FM	BOD/ MACOM/ Installation	Med
4.3.3	1Q, FY96	Coordinate with Defense Finance & Accounting Service (DFAS) to improve efficiency & cost effectiveness of MWR Financial Management reports.	Provide in-depth analysis that would indicate efficiency and cost effectiveness of DFAS	Complete 4Q, FY96		FM	MACOM/ Installation	Low
4.3.4	2Q,FY96	Establish process to brief the CRB on actual performance versus PVA estimates for all new projects that have been "on-line" for one year (beginning with FY94 projects.	Process developed and the first years briefing conducted.	Complete 3Q, FY97	SOP completed & staffed with MACOM Nov 96. CRB briefed in Jan 97.	FM	MACOM/ Installation	Low

Objective 4.4: Implement a best business practice COTS enterprise accounting package.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
4.4.1.	1Q, FY98	Notify DFAS HQ of intent to pursue COTS accounting system.	Gain acceptance from DFAS.	Complete 3Q, FY98	DFAS and ASA(FM&C) concurred 13 Aug 98.	FM	DFAS/ MACOM	None

Objective 5.1: Develop and implement a MWR capital improvement plan

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
5.1.1	1Q, FY96	Determine gap between needs & existing facilities; strategies based on: revenue generation, community need, affordability, construction cost, unaccomplished M&R including BMAR projects, restationing or combination of factors.	Define gap and publish report	Complete 4Q, FY96	Installation Status Report, Part I completed.	CO	CFSC-FM./ MACOM	Low
5.1.2	2Q,FY96	Implement selected strategy as a 5-year plan in the construction review process.	Strategies published as a 5-Year Plan for the CRB	Complete 4Q, FY96	5-Year plans are submitted by MACOMs and projects are submitted to CRB.	CO	MACOM/ Installation	Low
5.1.3	3Q, FY 95	Develop standards for timely repair and renovation.	Standards developed and published	Deleted EXCOM 4Q, FY95	Track under action 5.3.3	CO	ACSIM/ MACOM/ Installation	Low
5.1.4	2Q, FY99	Transition current CRB process into capital investment review board.	CRB transitioned into operational CIRB	Completed 4Q, FY98	CRB transitioned into CIRB.	CO	CFSC-FM/ MACOM	None

Objective 5.2: Make the best use of facilities and equipment.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
5.2.1	Ongoing	Publish policy requiring collocation and integration of programs where it makes sense, to better utilize facilities and produce synergism in providing MWR programs, expense reduction and profit making	Issue MWR regulation (AR 215-1) with integration policy included	Complete 4Q, FY96	Published in Chapter 3, AR 215-1.	SP	MACOM	Med
5.2.2	4Q, FY95	Reward innovation, e.g. special acts awards for employees and Army Communities of Excellence (ACOE) awards for installations, as a means of motivating universal adaptation of this best use policy.	Publish guidelines on incentive programs for the best integrative use of facilities.	Deleted EXCOM 4Q, FY96	Current CRB matrix rewards consolidation of programs into a single facility.	SP	ARSTAF/ MACOM	Med
5.2.3	3Q, FY95	Develop policy to facilitate the construction of mixed funded (APF and NAF) projects.	Policy developed, approved and published	Complete 3Q, FY95	Regulatory status reviewed. No changes required.	CO	ARSTAF	Low
5.2.4	4Q, FY96	Develop a functional guide to enhance the use of mixed funded (APF & NAF) projects.	Functional guide developed	Complete 3Q, FY96	Item erroneously not closed at last review	CO	ARSTAF/ MACOM	Low

Objective 5.3: Fund maintenance and repair of MWR facilities

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
5.3.1	4Q, FY94	Develop/Clarify standards for assessing the condition/status of MWR facilities.	Standards developed and published	Complete 2Q, FY95	Standards developed in conjunction with the ISR	CO	ACSIM/ MACOM	Low
5.3.1a	4Q,FY96	Review the validity of the standards used to define the conditions/status of MWR facilities on the Installation Status Report. Staff requests to modify standards as required	ISR standards are reviewed and requested changes are submitted	Complete 4Q, FY96	Process for review is in place and has been implemented.	CO	ACSIM/ MACOM	Low
5.3.2	3Q, FY96	Develop a Maintenance and Repair (M&R) plan for MWR facilities.	M&R plan developed	Deleted EXCOM 4Q, FY96	BOD concluded that AMWRF money will not be used for M&R. Action closed.	CO	ACSIM/ MACOM	Low
5.3.3	3Q, FY96	Develop mission box standards for reporting MWR unaccomplished M&R to include projects on the BMAR listing and facility status for use by MWR Construction Review Board and MWR BOD	BMAR mission box standards developed for operational use by the BOD and CRB	Deleted EXCOM 4Q, FY96	See Action 5.3.2	CO	MACOM	Med
5.3.4	3Q, FY96	Modify Integrated Facility System (IFS) to reflect/report M&R needs for MWR facilities and capture resource requirements.	IFS is modified to reflect maintenance requirements and proposed funding.	Deleted EXCOM 4Q, FY96	See Action 5.3.2	CO	ACSIM/ MACOM	Med
5.3.5	1Q, FY97	Implement unaccomplished M&R to include projects on the BMAR listing and facility status mission box standards as part of the CRB approval process.	Standards implemented as part of the CRB process.	Deleted EXCOM 4Q, FY96	See Action 5.3.2	CO	MACOM	Low
5.3.6	2Q, FY99	Develop an AMWRF-supported M&R program.	Guidelines approved and included in CIRB	Completed 4Q, FY98	Feb98 MWRWG decision that MACOMs will seek 1% CRA to fund M&R.	CO	BOD/ MACOM	CO

Objective 5.4: Reduce time and expense required to build/renovate MWR facilities.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
5.4.1	Ongoing	Continue efforts with Logistics Management Institute (LMI) to develop report and proposals to streamline/expedite system to reduce cost and accelerate construction.	Contract awarded	Complete 2Q, FY95		CO	CFSC Prog Dir	Med
5.4.2	4Q, FY94	Review final LMI report and select options.	Report reviewed and options selected	Complete 2Q, FY95	Report reviewed and options selected.	CO	ARSTAF/ MACOM	Low
5.4.3	2Q, FY95	Implement selected LMI recommendations.	Implementation accomplished	Complete 4Q, FY96	Single district construction concept implemented; Seattle District services all CONUS FY97 NAFMC.	CO	ARSTAF/ Prog Dirs/ MACOM/ Installation	Low
5.4.4	4Q, FY94	Select candidate programs for definitive designs.	Definitive designs completed and published	Complete 2Q, FY95		CO	CFSC Prog Dir/MACOM	Low
5.4.5	1Q, FY95	Conduct feasibility analysis of a MOA with AAFES and other services to coordinate construction programs to obtain economies through single contracts and joint-use facilities.	Analysis completed and published	Complete 4Q, FY96	Appropriate MOA has been executed.	CO	Services/ AAFES	Low
5.4.6	2Q, FY95	Survey industry for standardized design models.	Industry surveyed and standard designs selected	Complete 4Q, FY96	Standard designs have been selected.	CO	CFSC Prog Dirs	Low
5.4.7	2Q, FY95	Assist to document facility renovation projects which shorten the time required to implement new cost - effective delivery concepts.	Renovation projects are documented	Complete 4Q, FY96	Process in place to assist with renovation projects.	PGM DIR	MACOM	Low

Objective 5.5: Develop alternative funding methods with the private sector to deliver MWR facilities that increase service and/or income for the installation MWR community with minimum cost to the Army.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
5.5.1	1Q, FY96	Establish a centralized office to deliver commercially financed MWR facilities.	Office established.	Complete 4Q, FY96		AM	ASA(IL&E) DOD	Low
5.5.2	4Q, FY96	Develop process to obtain commercially financed MWR facilities.	Process approved	Complete 4Q, FY96		AM	ARSTAF/ MACOM	Low
5.5.3	Ongoing	Structure procurements where private sector has maximum flexibility to meet Army objectives and leverage existing assets and resources to the maximum extent without committing resources other than real estate, intellectual assets and MWR market access.	Appropriate procurements structured.	Complete 2Q, FY97	PPV RFP developed to emulate flexible features of other government PPV's that have succeeded in this area.	AM	MACOMS/ ARSTAF	Low
5.5.4	Ongoing	Ensure appropriate disbursements are made to the IMWRF after contract award.	Appropriate disbursements are made.	Complete 2Q, FY97	Process established to monitor disbursements.	AM	CFSC-FM/ MACOMs	Low

Objective 6.1: Provide a responsive and cost effective acquisition.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
6.1.1	3Q, FY94	Implement acquisition planning board to effect consolidation of purchases, acquisition strategy, and project support network.	Board convenes as proscribed by AR 215-4	Complete 3Q, FY94		NC	MACOM	Low
6.1.2	1Q, FY95	Implement purchase review board to establish requirements for national contracts.	Purchase review board meets quarterly	Complete 1Q, FY95	Purchase review board will hold 2nd meeting in Aug 95	NC	MACOM	Low
6.1.3	3Q, FY94	Revise policy to eliminate contracting office purchase of less than $2500 except when credit card cannot be used--implement after 1 Jan 95 to allow time for training card users.	Policy issued. MACOMs informed of installations in compliance	Complete 3Q, FY94		NC	ASA(RD&A)/ MACOM/ Installation	Low
6.1.4	2Q, FY95	Develop MOAs with other military departments, exchange services, Coast Guard, etc., to establish reciprocal support agreements.	Process institutionalized to develop MOAs as needed. Periodic report out of MOAs executed	Complete 2Q, FY95	MOAs established with AAFES, AF, and DA Housing Division. Other MOAs will be established as needed	NC	Services/ Coast Guard/ AAFES/ MACOM	Low
6.1.5	Ongoing	Establish national and joint-service requirements contracts with mandatory participation by Army.	Process institutionalized to develop requirements contracts as needed.	Complete 3Q, FY97		NC	PRB/ MACOM	Low
6.1.6	1Q, FY96	Conduct feasibility analysis of consolidation/regionalization of contracting functions.	Analysis completed and report out to the BOD	Complete 4Q, FY96		NC	MACOM	Med
6.1.8	4Q, FY95	Develop a plan to establish a public-private venture program as an alternative to construction and/or operation.	Develop policy and implement in AR215-1 and 4.	Complete 4Q, FY96		NC	Sec Army/ CFSC-CO	Low
6.1.9	4Q, FY97	Publish standards for effectiveness and responsiveness of acquisition.	Publish NAF procurement support standards in AR 215-4 using business based standards as a yardstick	Complete 2Q, FY97	Included in AR 215-4 which is currently being staffed	NC	MACOM/ Installations	Low

Objective 6.2: Provide marketing services that enhance program delivery and increase customer participation. (Objective transferred to 2.3)

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
6.2.1	4Q, FY95	Provide a means to gather patron and non-patron needs requirement and satisfaction data.	Establish the contract for the Army-wide leisure needs survey	Complete 4Q, FY95		MK	MACOM	High
6.2.2	4Q, FY95	Complete a needs survey of 100 percent of active Army installations.	Complete 1st cycle of Army LNS Data. Compile data base that is available for installation, MACOM and Army levels.	Complete 4Q, FY95		MK	MACOM	High
6.2.3	4Q, FY95	Develop an Army level database of MWR patron needs. Publish results.	Complete 1st cycle of Army Leisure Needs Assessment Data. Publish information and articles on Army trends	Complete 4Q, FY96	First cycle of Army LNS completed and information available.	MK	Contractor	Low

6.2.4	2Q, FY96	Develop a tool for installation MWR master planning which describes source data for environmental analysis and forecast; program and market analysis; and the methodology for development of alternatives.	Publish the MWRSAP. Develop and publish the template for strategic planning for use at the installation/MACOM.	Complete 4Q, FY96	SAP published. MWR Strategic Planning Guide published and distributed.	MK	MACOM/ CFSC Staff	Med
6.2.5	3Q, FY95	Develop the missions and functions for the marketing operation.	Publish guidelines on mission, functions and skills required for the marketing operation.	Complete 3Q, FY95	Missions and functions published	MK	MACOM	Low
6.2.6	4Q, FY95	Develop MWR corporate advertisement and promotional materials.	Publish the graphics standards manual. Implementation of Media plan for logo and MWR.	Complete 4Q, FY95	Standard manual published. Media plan implemented.	MK	MACOM/ Installation	Med
6.2.7	3Q, FY96	Develop MWR formal performance oriented training for MWR marketing managers.	Deliver the training	Complete 4Q, FY96	Training delivered. Agreement as a joint course with AF.	HR	CFSC-PN	Med
6.2.8	1Q, FY95	Allow commercial advertising in MWR publications.	Publish a revised DODI relaxing commercial advertising policies	Complete 2Q, FY95	Authorization received 7 Feb 95	MK	SAPA/ ASD-PA	Low

Objective 6.3: Incorporate technology to enhance delivery and management of MWR programs and services.

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
6.3.1	Quarterly	Conduct quarterly Management Information Systems Steering Committee meetings to establish enabling tasks/actions.	Process is institutionalized and meetings are conducted	Complete 2Q, FY95	Complete	IM	MACOM	Low
6.3.1a	Ongoing	Test identified system technology at selected installations.	Implementation process briefed annually to the EXCOM based on MIS implementation plan.	Complete 4Q, FY96	Process established. Part of the briefing to the MWRWG/EXCOM.	IM	MISSC/ Installation/ End Users	Low to Med
6.3.1b	Ongoing	Select systems based on cost benefit analysis.	Implementation process briefed annually to the EXCOM based on MIS implementation plan.	Complete 2Q, FY95	Completed. Briefed to BOD at previous meetings.	IM	MISSC	Med
6.3.1c	4Q, FY94	Present decision brief to MWR BOD Executive Committee to establish method for funding the implementation of identified/tested systems.	Approval and funding of the MIS initiative by the BOD.	Complete 4Q, FY94	Complete	IM	MISSC	Low
6.3.1d	Ongoing through FY98	Procure, field, and train accepted systems.	Implementation process briefed annually to the EXCOM based on MIS fielding schedule.	Complete 2Q, FY97	Process Implemented and on track	IM	MISSC./ Installation	High
6.3.1e	Annually	Provide feedback to Strategic Planning Working Group of MIS plans and actions.	Implementation process briefed annually to the EXCOM based on MIS implementation plan.	Complete 4Q, FY95	Process established.	IM	MISSC	Low
6.3.1f	Ongoing	Sustain fielding systems with training, maintenance, updates, configuration control, and help desk operations.	Implementation process briefed annually to the EXCOM based on MIS implementation plan.	Complete 4Q, FY95	Process established. New contract for this support is in place.	IM	MISSC	High
6.3.2		Reduce administrative, logistical, and Support Services costs:						
6.3.2a	4Q, FY96	Evaluate operational processes to identify improvements which also produce efficiencies, i.e., discontinue non-value added activity, consolidate support services regionally or at MACOM,/installation level	Evaluation process is institutionalized	Complete 4Q, FY96		MACOM/ Installation	CFSC	High
6.3.2b	1Q, FY97	Require implementation of recommendations from evaluations of operational processes.	Process institutionalized. MACOMS report out on savings and applications	Complete 3Q FY97		MACOM	CFSC/ Installation	High
6.3.2c	1Q, FY97	Require accountability for cost-savings produced by implementing recommendations of the evaluation of operational processes.	Process institutionalized. MACOMS report out on savings and applications	Complete 3Q FY97		MACOM	CFSC/ Installation	Low
6.3.5	4Q, FY98	Implement a sustainment plan for MIS.	Sustainment plan implemented.	Complete 4Q, FY98	Action completed	IM	IM/MISSC MACOM	~~Med~~ Low

ANNEX: Business Programs

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
BP 1	Ongoing	Develop profitability standards for business operations to meet long term financial goals developed though MWR BOD process.	Publish the standards	Complete 2Q, FY97	Standards published and will be modified as appropriate	BOD	MACOM/ CFSC	Low
BP 1a	Ongoing	As a goal, by the end of FY 94, clubs will meet mission box standards of NIBD equal to or greater than 0.	Standards met or exception granted by the BOD	Complete 4Q, FY94	Completed for FY 94 at the last BOD meeting.	Installation	MACOM	Low
BP 1b	Ongoing	Failing clubs to be justified by MACOM commander at MWR BOD Spring 95 meeting, based on financial data as of 31 DEC 94.	Standards met or exception granted by the BOD	Complete 2Q, FY95	Completed for FY 94 at the last BOD meeting.	MACOM	CFSC	Low
BP 1b.1	Ongoing	Report club performance, by MACOM, to the BOD during the spring meeting.	Performance reported at the BOD meeting	Complete 2Q, FY95	Completed for FY 94 at the last BOD meeting.	MACOM	CFSC	Low
BP 1c	Ongoing	Empower facility mgrs with authority & responsibility to achieve approved budget objectives; include in installation action plan.	Installation action plan is revised and provides manager the authority	Deleted EXCOM 3Q, FY97	Action is ongoing method of doing business	MACOM	Installation	Low
BP 1d	2Q, FY95	Link facility manager pay to job performance through position guides and performance standards that set specific rewards for exceeding established goals.	Position guides are revised and performance standards reflect specific goals	Deleted EXCOM 4Q, FY95	Deleted by EXCOM 4Q, FY95	MACOM	Installation	High
BP 2	Ongoing	Provide technical assistance via MACOM assistance teams and implement recommendations.	MACOMS establish teams & track implementation; CFSC continue to provide technical assist to small MACOMs	Deleted EXCOM 4Q, FY97	Action is ongoing method of doing business	MACOM	Installation	High
BP 3	4Q, FY95	Develop, test and assess alternative concepts for business operations at MACOM designated installations and make successful concepts available for implementation Army-wide	At least three concepts are developed and tested	Complete 4Q, FY96	The new FB&E concepts have been developed and are being tested at designated installations	BP	MACOM/ Installation	High
BP 3a	1Q, FY95	Conduct assessments of MACOM nominated installation's food and beverage activities and recommend change.	Assessments are conducted	Complete 1Q, FY95		BP	MACOM/ Installation	High
BP 3b	4Q, FY95	Develop, test and evaluate new concepts e.g. concessionaires, theme restaurants, and in house franchises, as alternatives to clubs and business operations.	Concepts developed and tested	Complete 4Q, FY96	See action BP 3	BP	MACOM/ Installation	High
BP 3c	4Q, FY95	Meet market demand for new concepts as an alternative to membership clubs.	Market analyzed based on the installation needs assessment & FB&E analysis. Action plan developed based on results.	Complete 4Q, FY95		Installation	MACOM/ CFSC	High
BP 3d	2Q, FY95	Consolidate and enhance the installation catering function.	One catering office on each installation	Deleted EXCOM 4Q, FY96	Part of normal decision of how to do business. Will not work at some installations.	Installation	MACOM/ CFSC	Med
BP 3e	2Q, FY95	Contract out commercial ticket offices (CTO) world-wide and assess contractors ability to provide information, tickets, and registration (ITR) services.	CTO contracts awarded. Include ITR services where feasible	Complete 2Q, FY95		BP	MTMC/ Installation	Low
BP 3f	2Q, FY95	Evaluate feasibility, funding source, and cost effectiveness of joint use facilities for PCS and TDY travelers.	Complete feasibility study. Gain a decision for operations structure	Deleted EXCOM 4Q, FY95	Tracked under TLF Strategic Plan	ACSIM	CFSC/ MACOM	Low
BP 3g	2Q, FY95	Determine most cost effective means of installation management of guest houses, transient lodging and joint-use facilities.	Complete feasibility study. Gain a decision for operations structure	Deleted EXCOM 4Q, FY95	Tracked under TLF Strategic Plan	ACSIM	CFSC/ MACOM	Low
BP 3h	Ongoing	Assess industry trends for revenue producing and cost saving initiatives applicable to business operations.	Bench mark business programs based on industry trends	Deleted EXCOM 4Q, FY97		BP	MACOM	Low
BP 4		Evaluate dues, fee structures, and methods to improve program usage, efficiency, and cost.						

BP 4a	3Q, FY95	Assess the need for club dues.	Evaluation completed and results published	Deleted EXCOM 4Q, FY96	Part of the normal business process review.	BP	MACOM/ Installation	Low
BP 4b	4Q, FY95	Establish pricing structure to meet program financial goals.	Pricing structure established that meets program goals	Deleted EXCOM 4Q, FY96	Part of the normal business process review.	Installation	MACOM/ CFSC	Low
BP 4c	3Q, FY97	Where annual fee for golf is in place, augment with per use fee.	Maintenance fees established	Complete 2Q, FY97		Installation	MACOM/ CFSC	Low
BP 4d	2Q, FY95	Develop and implement a bowling marketing plan that will optimize play between league and open bowling.	Plan is developed and published	Deleted EXCOM 4Q, FY96	Part of the normal business process review.	Installation	MACOM/ CFSC	Low
BP 4e	3Q, FY95	Install automatic scoring systems in all cat C bowling centers (over 13 lanes)	All bowling centers with 13 or more lanes have automatic scoring	Complete 4Q, FY96	Last center without automated scoring will get equipment from a BRAC installation.	BP	MACOM/ Installation	High
BP 4f	2Q, FY97	Establish target goals for increased participation in business programs (e.g., lineage, rounds played, by targeting major market areas.	Benchmarks established and published.	Complete 2Q, FY97	Golf and Bowling complete. Food and Beverage expected publication is Sep 97.	BP	MACOM/ Installation	Low
BP 4g	4Q, FY94	Establish reciprocal policy to allow use of other military clubs.	All services accept ID card for use of the club.	Deleted EXCOM 4Q, FY95		BP	Sister Services	Low
BP 4h	2Q, FY97	Eliminate in-house charge systems and adopt use of commercial credit.	Commercial credit card universally accepted	Deleted EXCOM 4Q, FY97	Continue to pursue on an installation basis	BP	MACOM/ Installation	Low
BP 4i	Ongoing	Close operations that are not market driven or supported by needs assessment.	Operations closed or repositioned in the market	Deleted EXCOM 4Q, FY97	Continue to pursue on an installation basis	MACOM	Installation	Med
BP 4j	4Q, FY97	Determine the point of sale outputs required to support business programs	Standard POS outputs developed	Move to objective 2.2		BP	MACOM/ Installation	Low
BP 5		Publish requisite doctrine, policy, standards, goals, and objectives to support actions.						
BP 5a	4Q, FY95	Develop bowling center manager certification program.	Private industry developed program is adopted	Deleted EXCOM 4Q, FY96		BP	CFSC-HR/ MACOM	Low

ANNEX: Community Recreation

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
CR 1		Support mobilization/deployment.						
CR 1a	3Q, FY95	Develop and publish implementing guidance for the MWR portion of FM12-6 to include the brigade recreation specialist	Guidance published	Complete 4Q, FY96	Supplemental letter guidance to implement the MWR portion of FM 12-6 published 3Q, FY-95	SR	CFSC-PN, MACOM	Low
CR 1b	1Q, FY96	Develop and implement the brigade recreation specialist training course	1st Course taught	Complete 4Q, FY96	First course delivered.	HR	CFSC-SR.	Low
CR 1c	4Q, FY95	Develop guidance and implementing instructions that ensures all deployable units have MWR deployable pre-pack kits.	Implementing instructions issued	Complete 4Q, FY96	Instructions were published.	SR	MACOM, CFSC-FM.	Low
CR 1d	4Q, FY97	Develop specifications for and procure MWR pre-position kits for stock at designated war reserve sites.	Specifications developed and kits procured.	Move to objective 2.2	Action is being worked via the mobilization steering group.	SP	MACOM, CFSC-FM.	High
CR 2		Support change/innovation.						

CR 2a	4Q, FY95	Actively integrate recreation with Youth programs	Pilot program initiated	Complete 4Q, FY96	Pilot test program initiated	TRADOC	CFSC-SF., CFSC-FS	Med
CR 2b	2Q, FY97	Develop a "How to Guide" to partner recreation with other community and government agencies.	Guide developed and published	Complete 2Q, FY97	Book Published	SR	CFSC-PN, MACOM, Installation	Low
CR 2c	2Q, FY96	Form a study group to develop a plan to integrate recreation services and ACS	Plan develop and implementation begun	Deleted EXCOM 4Q, FY96	MWRWG voted not to actively pursue this action	SR	CFSC-FS, MACOM, Installation	Low
CR 3	2Q, FY96	Develop and test a template to analyze and evaluate the scope and effectiveness of installation recreation services	Template developed and provide to the installation for self assessment	Deleted EXCOM 4Q, FY96		SR	MACOM, CFSC-NC	Med
CR 4		Develop and implement a recreation delivery evaluation system						
CR 4a	2Q, FY97	Develop accreditation and individual certification programs for the delivery of recreation services	Standards published	Move to objective 2.2	Draft standards completed and sent to the field	SR	MACOM, Installation	Low
CR 4b	4Q, FY97	Develop and implement a recreation operating status report	System implemented and first data received	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	SR	MACOM, Installation	Low
CR 4b.1	1Q, FY97	Develop data requirements, sources of information, and report format	Format developed	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	SR	MACOM, Installation	Low
CR 4b.2	2Q, FY97	Implement on an interim basis (manual input) -- quarterly	1st Data received	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	SR	MACOM, Installation	Low
CR 4b.3	4Q, FY97	Automate reporting system in conjunction with the MIS fielding	Automated procedures developed and tested with fielding	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	SR	MACOM, Installation	Low
CR 5	1Q, FY96	Validate and publish research which links recreation with readiness, retention and well-being of soldiers and families	Study results published	Complete 1Q, FY97	Results received and published	SP	CFSC-CR.	Med
CR 6	3Q, FY96	Develop a charter and convene a MWR recreation steering committee	Committee formed and 1st meeting held	Complete 4Q, FY96	Steering committee convened	SR	MACOM	Low
CR 7	1Q, FY 97	Develop and implement a standard library automation system	Standard developed and fielded for installation implementation	Move to objective 2.2	Funding for automation submitted in current POM	SR	MACOM	High

ANNEX: Family Programs

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
SF 1	4Q, FY95	Develop and publish a plan for delivering family programs and services based on research findings, needs assessments, customer demand surveys, changing military environment, public laws, DOD guidance, and Army regulations.	Plan will be published and implemented	Complete 4Q, FY96	Plan published and implemented. The plan will be updated periodically.	SFA	ARSTAF/ MACOM	Low
SF 2	4Q, FY97	Ensure Army-wide implementation of the ACS unit service coordination strategy	95% of installations have implemented the unit service strategy.	Complete 2Q, FY97		MACOM	CFSC-SFA, Installation	Low
SF 2a	2Q, FY94	Begin pilot program	Pilot program started	Complete 2Q, FY94		SFA	MACOM/ Installation	Low
SF 2b	3Q, FY94	Train ACS directors	Directors trained	Complete 3Q, FY94		SFA	CFSC-HR/ MACOM/ Installation	Low
SF 2c	3Q, FY94	Begin "Unit Program" Implementation	Unit delivery begun	Complete 3Q, FY94		SFA	MACOM/ Installation	Med
SF 2d	4Q, FY95	Develop enhanced Information Referral Program	New I&R program guidance written	Complete 4Q, FY96		SFA	MACOM/ Installation	Low

SF 2e	4Q, FY96	Implement enhanced Information and Referral Program	New I&R program implemented	Deleted EXCOM 4Q, FY96		SFA	MACOM/ Installation	Low
SF 2f	4Q, FY97	Incorporate program changes into policies and regulations	Regulations revised and published	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	SFA	MACOM/ Installation	Low
SF 3		Upgrade and expand youth programs		Move to obj 2.2		SFC	MACOM/ Installation	Med
SF 3a	3Q, FY96	Develop activity options and publish program manager guidance	Program manager materials published	Complete 3Q, FY94		SFC	MACOM/ Installation	Med
SF 3b	3Q, FY96	Train Program managers	Program managers trained	Complete 3Q, FY94		SFC	CFSC-HR/ MACOM/ Installation	Med
SF 3c	3Q, FY96	Test new concepts at pilot sites	Pilot testing completed	Complete 3Q, FY94		SFC	MACOM/ Installation	Low
SF 3d	3Q, FY97	Pilot sites evaluated	Spot check complete	Complete 3Q, FY97		SFC	MACOM/ Installation	Low
SF 3e	4Q, FY97	Program manager guidance and concepts adjusted for "lessons learned."	Revised materials published	Deleted EXCOM 4Q, FY97	Lessons learned manuals in development.	SFC	MACOM/ Installation	Med
SF 3f	2Q, FY98	Begin Army - wide implementation	Implementation begun	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	SFC	MACOM/ Installation	High
SF 4		Monitor and implement outcomes from the ACS Strategic Action Plan		Deleted EXCOM 4Q, FY97	Too detailed to track in SAP			
SF 4a	4Q, FY98	Establish Family Advocacy Instructional System (FAIS), a self-paced automated training program for newly assigned personnel.	Training system on-line at the installation through internet	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	SFA	MACOM/ Installation	Med
SF 4b	3Q, FY97	Implement the New Parent Support Program at selected sites.	Program implemented	Deleted EXCOM 4Q, FY97	20 of 31 sites implemented. Will be completed in FY 98	SFA	MACOM/ Installation	High
SF 4c	4Q, FY98	Ensure installation can adequately respond to deployment/mobilization issues.	Installations participate in yearly training exercises.	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	MACOM	CFSC-SFA & Installations	Med
SF 4d	1Q, FY97	Develop electronic inter-connectivity between ACS centers.	All ACS centers able to communicate with each other through internet.	Complete 3Q FY97		SFA	MACOM/ Installation	Low
SF 4e	2Q, FY99	Establish monitoring system to ensure compliance wit DOD and DA standards.	95% of installations comply with standards	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	MACOM	CFSC-SFA & Installations	Low
SF 4e.1	4Q, FY98	Develop and implement quality assurance standards for all ACS programs.	Standards published	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	SFA	MACOM/ Installation	Low
SF 4f	2Q, FY98	Develop ACS program specific performance and outcome measures to determine program efficiencies, cost/benefit, and impact of services.	Publish performance measures	Deleted EXCOM 4Q, FY97	Too detailed to track in SAP	SFA	MACOM/ Installation	Med
SF 4g	2Q, FY97	Form partnership between Family Member Employment Assistance Program and Army Career Alumni Program.	MOUs executed at 75% of installations where both FMEAP and ACAP operate	Deleted EXCOM 4Q, FY97	CSA directed that ACAP assume FMEAP mission effective FY99	SFA	ARSTAF/ MACOM	Low

ANNEX: Hospitality Operations

Action#	Delivery Date	Action Description	Measure of Success	Status	Remarks	Responsible Agency	Principle Coordination	Cost
HD 1	4Q, FY95	Expand amusement machine programs.	(1) Expansion of amusement machine operations and (2) Partnership with other services and AAFES to run amusement machines.	Complete 4Q, FY96		HD	MACOM/ AAFES	High
HD 2	4Q, FY94	Operate all Armed Forces Recreation Centers (AFRC's) in a self sufficient manner, optimizing advantage to patrons.	Operating results in accordance with the financial plan	Complete 4Q, FY94		HD	ASA(MR&A)	High
HD 3	4Q, FY94	Pursue new initiatives to generate new revenues in hospitality related programs.	Implement new initiatives	Complete 4Q, FY94		HD	ASA(MR&A)/ MACOM	High

1. The following proposed changes to the MWRSAP were approved by the MWR BOD Executive Committee on 6 Oct 98.

Action	Proposal	Mod to AD, MS, DD, or RA	Submitted By:	CFSC Proponent
1.3.1	Close (Complete)		CFSC-SP	CFSC-SP
1.3.5	Modify	DD, AD, MS	MWRWG	CFSC-SP
1.5.1	Modify	MS	CFSC-SP	CFSC-SP
2.2.10	Modify	AD, MS	TRADOC	CFSC-SF
2.2.10a	New Action		USAREUR	CFSC-SF
2.2.13	Modify	AD	TRADOC	CFSC-BP
2.3.1	Modify	AD	TRADOC	CFSC-SP
2.3.3	Modify	DD	TRADOC/MDW	CFSC-SP
3.1.2a	Modify	DD	CFSC-HR	CFSC-HR
3.1.2c	Modify	DD, AD	CFSC-HR	CFSC-HR
3.1.2d	Modify	Merge into 3.1.2c	CFSC-HR	CFSC-HR
3.3.1	Modify	DD, AD, MS	CFSC-HR	CFSC-HR
3.4.1	Modify	DD	CFSC-HR	CFSC-HR
4.3.6	Modify	AD	MWRWG	CFSC-FM
4.4.1	Close (Complete)		CFSC-FM	CFSC-FM
4.4.2	Modify	DD, AD, MS, RA	CFSC-FM	CFSC-FM
4.4.3	Modify	DD, AD, MS	CFSC-FM	CFSC-FM/IM
4.4.4	Modify	DD, AD, MS	CFSC-FM	CFSC-FM/IM
4.4.5	Modify	DD, AD, MS, RA	CFSC-FM	CFSC/MACOM/Inst
4.4.6	New Action		CFSC-FM	CFSC-FM
5.1.4	Close (Complete)		CFSC-CO	CFSC-CO
5.3.6	Close (Complete)		CFSC-CO	CFSC-CO
6.3.3	Modify	AD, MS	TRADOC	CFSC-SF

2. The following administrative changes were made by CFSC-SP to maintain plan coordination and integrity of actions modified by the MWR Working Group and/or Executive Committee.

Action	Change	Rationale:	CFSC Proponent
1.3.5	Extend DD from 1Q FY99 to 2Q FY99	MWRWG revised AD; extending DD allows report to Feb 99 Executive Committee	CFSC-SP
3.2.4	Extend DD from 2Q FY98 to 2Q FY99	MWRWG briefed Sep98; issue deferred for further review.	CFSC-HR
4.3.6	Extend DD from 2Q FY98 to 2Q FY00	MWRWG revised AD; extending DD allows proponent to develop action	CFSC-FM

Key to Modification Column
AD – Action Description
MS – Measure of Success
DD – Delivery Date
RA – Responsible Agent

AAA	Army Audit Agency
AAFES	Army and Air Force Exchange Service
ACOE	Army Communities of Excellence
ACTEDS	Army Civilian Training, Education and Development System
AFRC	Armed Forces Recreation Center
AFRC-EUR	Armed Forces Recreation Center, Europe
AMC	Army Materiel Command
APF	Appropriated Funds
ARI	Army Research Institute
ARSTAF	Army Staff
BMAR	Building Maintenance and Repair
BOD	Board of Directors (MWR)
BOSS	Better Opportunities for Single Soldiers
CAC	Community Activity Center
CAT	Category (of MWR activity)
CFSC	Community and Family Support Center
CONUS	Continental United States
CPO	Civilian Personnel Office
CRB	Construction Review Board
CSA	Chief of Staff, Army
CTO	Commercial Travel Office
CDA	Director of Community Activities
DFAS	Defense Finance and Accounting Service
DHL	Dragon Hill Lodge
DoD	Department of Defense
DOL	Department of Labor
EUSA	Eighth United States Army
FORSCOM	Forces Command
FY	Fiscal Year
HASC	House Armed Services Committee
HKH	Hale Koa Hotel
IDP	Individual Development Plan
IFS	Integrated Facility System
IMWRF	Installation Morale, Welfare, and Recreation Fund
ITR	Information, Ticketing, and Registration
LMI	Logistics Management Institute
M&R	Maintenance and Repair
MACOM	Major Army Command
MCA	Military Construction, Army
MDEP	Management Decision Package

MISSC	Management Information Systems Steering Committee
MOA	Memorandum of Agreement
MWR	Morale, Welfare, and Recreation
NAF	Nonappropriated Funds
NAFI	Nonappropriated Funds Instrumentality
NIBD	Net Income Before Depreciation
NLT	Not Later Than
OJT	On-The-Job Training
OPM	Office of Personnel Management
POI	Program of Instruction
PRB	Purchase Review Board
2Q	Quarter of a fiscal year
QOL	Quality of Life
SAFM	Assistant Secretary of the Army (Financial Management)
SAMR	Assistant Secretary of the Army (Manpower & Reserve Affairs)
SARD	Assistant Secretary of the Army (Research, Development & Acquisition)
SASC	Senate Armed Services Committee
Services	Armed Services (Army, Air Force, Navy, Marines)
TDY	Temporary Duty (Travel)
TRADOC	Training and Doctrine Command
USACE	United States Army Corps of Engineers
USAFISA	United States Army Force Integration Support Agency
USAREUR	United States Army Europe
USARPAC	United States Army Pacific